



**MANA 3320-004 Human Resource Management  
Spring Semester 2018**

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**Office:** COBA 204  
By appointment

**Location:** Tuesday & Thursday 5:30 PM – 6:50 PM  
COBA 252

**COURSE DESCRIPTION**

This course is an introduction to human resources in the modern corporation. The material describes the practices of the human resource function along with the theory and research that support them. The course draws from many disciplines and includes the dynamics of various individual, group, and organizational processes.

In addition to learning the theory and topics of human resource management through readings and classroom lecture, this course will require you to participate and model some of the behaviors we will discuss in class including interviewing, salary negotiations and conducting performance evaluations.

The course material is not only useful for working in human resource departments. At some point in your career, your ability to succeed is likely to depend on your ability to recruit, develop and evaluate others. Ultimately, the tools and skills developed in this course should equip you to obtain a job, plan a career, and become more effective contributors to business. The goals of this course are to:

- Understand the role of human resource managers in modern corporations and how practices are evolving.
- Demonstrate practical skills in writing job descriptions, interviewing, negotiating salary, and conducting performance evaluations.
- Appreciate the legal environment for employers in such areas as hiring, promotion, dismissal, and workplace safety.
- Apply theory to the design of various types of employee development, performance evaluation, and compensation programs.
- Learn concepts and approaches that will enable you to align appropriate HR practices with firm business strategy.

## LEARNING OBJECTIVES

Upon completion of MANA 3320, students will be able to identify:

- The protected classes covered by the Civil Rights Act
- The types of job evaluation techniques used to develop job descriptions
- The ways in which KSAs are used for employee selection
- The type of validation testing used for a given selection technique
- Different training and development methods
- The appropriate training technique for learning a particular task
- Different types of compensation and compensation systems
- Important bargaining issues for union members.

## REQUIRED TEXT

Noe, Hollenbeck, Gerhart & Wright. 2014. *Fundamentals of Human Resource Management*. McGraw-Hill Irwin, New York: NY. (6<sup>th</sup> Edition)

## GRADING

A grade of A (90%), B (80%), C (70%), D (60%), or F (<60%) will be earned based on:

	Percentage
Attendance and Class Activities	10%
Research Paper	15%
Presentations:	10%
Exam #1	20%
Exam #2	20%
Final Exam	25%
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	<b>100%</b>

## CRITERIA FOR GRADING

- 📌 **Attendance and Class Activities** will be graded on active answering of questions, participation in discussions and scores in quizzes.
- 📌 **Research Paper** grades will be based on the ability to integrate the theory and the real-world content to provide an excellent storytelling of an HR issue, why it arose, what steps were taken by the company/companies to address it and what could have been done based on theory. In addition, organization of the research paper such as appropriate subsections and formatting will also be graded.
- 📌 **Presentations** will be graded based on familiarity with the topic of the research paper, organization of the slides and presentation skills such as confidence and enunciation.
- 📌 **Exams:** Exams will include objective questions.

## EXPECTED BEHAVIORS

The classroom is a reflection of professional training and development in the business world. Many times, the class size is large; please be thoughtful for the students around you and limit your distractions. Displays of hostility, yelling, throwing books, incivility, disrespectful or disruptive behaviors by students will not be tolerated; you will be asked to leave the classroom. All questions are gladly received, however with large classes, please make certain the questions

are relevant to the subject matter we are studying. You may always come to my office and speak with me. Email me if you are going to be absent for an exam. Please make every effort to come on exam days.

### **LAPTOPS, RECORDING, AND CELL PHONE USAGE**

Recording lectures is by permission by the professor only. No cell phones are allowed on the desk or to be in use at any time during class lectures, again to reflect a professional environment. Earbuds are not to be in use. Laptops with course materials or for note taking are permitted; however, no personal or other work is to be done on the computer during class time. No Facebook or social media is to be conducted during class. You will be excused from class for that day. Perpetual offenders will need to set up a meeting with instructor.

### **ATTENDANCE AND PARTICIPATION**

Attendance in class is required. Attendance means arriving on time and staying until the end of class. Points will be deducted from your participation grade after one absence. Several times during the semester there will be case studies and assignments completed in class that will count towards your participation grade. To maintain fairness for all students, appeals for special treatment or make-up work will not be accommodated. Please do not leave in the middle of class without letting me know before class.

### **CLASS ACTIVITIES**

Class activities are in-class individual or group activities whereby discussions and activities are conducted via case studies, surprise quizzes, or text-book based exercises.

### **RESEARCH PAPER**

This paper requires you to analyze a significant human resource management issue from the perspective of how HR practices impact company performance. Papers should focus either on a specific company example or an HR issue in general with multiple examples. You should begin with a short description of the HR practice, the relevant facts, and history. The main body of the paper should be your assessment of how the practice impacts company performance (either positive or negative) using the concepts discussed in class.

This assignment is intended as a research paper that requires you to go beyond the information provided in your textbook. The paper will be graded both on the quality of the substance and the presentation. Papers should be approximately 8-10 double-spaced pages in length and should follow the APA format. Papers will be graded on the quality of the grammar and usage in addition to the content. If you need help, please visit the UTA Writing Center.

Research Papers must be emailed/uploaded to blackboard in a word document to ensure plagiarism checks. Papers with plagiarized parts will receive negative marking.

### **Links to APA format:**

- a. <http://www.easybib.com/guides/citation-guides/apa-format/>
- b. <https://owl.english.purdue.edu/owl/resource/560/01/>

## PRESENTATIONS

Everyone will be required to give a 10-minute presentation for the research paper submitted above. The presentations must give a brief overview of the topic, the process adopted to gather data, the logical thinking used to make deductions and how does the topic connect with the theory studied in class.

## EXAMS

Exams will take place during normal class hours and begin at normal class times. Students arriving more than 15 minutes late will not be permitted to take the exam. Bring #2 pencils and a scantron as required on test dates. Tests will consist of multiple choice and true/false about the material covered in the course including all assigned readings, videos, and in class exercises. Makeup exams will not be given after the exam has been administered. No exceptions.

## DROP POLICY

Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance.** Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (<http://www.uta.edu/aao/fao/>).

## STUDENT SUPPORT SERVICES

UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to [resources@uta.edu](mailto:resources@uta.edu), or view the information at [www.uta.edu/resources](http://www.uta.edu/resources).

## AMERICANS WITH DISABILITIES ACT

The University of Texas at Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including the *Americans with Disabilities Act (ADA)*. All instructors at UT Arlington are required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of that disability. Any student requiring an accommodation for this course must provide the instructor with official documentation in the form of a letter certified by the staff in the Office for Students with Disabilities, University Hall 102. Only those students who have officially documented a need for an accommodation will have their request honored. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at [www.uta.edu/disability](http://www.uta.edu/disability) or by calling the Office for Students with Disabilities at (817) 272-3364.

## **TITLE IX**

The University of Texas at Arlington is committed to upholding U.S. Federal Law “Title IX” such that no member of the UT Arlington community shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity. For more information, visit [www.uta.edu/titleIX](http://www.uta.edu/titleIX).

## **ACADEMIC INTEGRITY**

Students enrolled all UT Arlington courses are expected to adhere to the UTA Honor Code:

*I pledge, on my honor, to uphold UT Arlington’s tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.*

*I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.*

UT Arlington faculty members may employ the Honor Code as they see fit in their courses, including (but not limited to) having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted. Per UT System *Regents’ Rule* 50101, §2.2, suspected violations of university’s standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be disciplined in accordance with University policy, which may result in the student’s suspension or expulsion from the University.

## **ELECTRONIC COMMUNICATION**

UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at <http://www.uta.edu/oit/cs/email/mavmail.php>.

## **CAMPUS CARRY**

Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. Under the new law, openly carrying handguns is not allowed on college campuses. For more information, visit <http://www.uta.edu/news/info/campus-carry/>

## **STUDENT FEEDBACK SURVEY**

At the end of each term, students will be invited to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student’s feedback enters the SFS database anonymously and is aggregated with that of other students enrolled in the course. UT Arlington’s effort to solicit, gather, tabulate, and publish student feedback is required by state law; students are strongly urged to participate. For more information, visit <http://www.uta.edu/sfs>.

## **EVACUATION PROCEDURES**

Should we experience an emergency event that requires us to vacate the building, students should exit the room and move towards the south exit of the College of Business. When exiting the building during an emergency, one should never take an elevator but should use the stairwells. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist handicapped individuals.

## **STUDENT SUPPORT SERVICES**

UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include [tutoring](#), [major-based learning centers](#), developmental education, [advising and mentoring](#), personal counseling, and [federally funded programs](#). For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to [resources@uta.edu](mailto:resources@uta.edu), or view the information at <http://www.uta.edu/universitycollege/resources/index.php>.

## **UNIVERSITY TUTORIAL AND SUPPLEMENTAL INSTRUCTION**

(Ransom Hall 205): UTSI offers a variety of academic support services for undergraduate students, including: 60 minute one-on-one [tutoring](#) sessions, [Start Strong](#) Freshman tutoring program, and [Supplemental Instruction](#). Office hours are Monday-Friday 8:00am-5:00pm. For more information visit [www.uta.edu/utsi](http://www.uta.edu/utsi) or call 817-272-2617.

**The IDEAS CENTER** (2<sup>nd</sup> Floor of Central Library) offers **FREE** tutoring to all students with a focus on transfer students, sophomores, veterans and others undergoing a transition to UT Arlington. Students can drop in, or check the schedule of available peer tutors at [www.uta.edu/IDEAS](http://www.uta.edu/IDEAS), or call (817) 272-6593.

## **The ENGLISH WRITING CENTER (411LIBR)**

The Writing Center offers **FREE** tutoring in 15-, 30-, 45-, and 60-minute face-to-face and online sessions to all UTA students on any phase of their UTA coursework. Register and make appointments online at <https://uta.mywconline.com>. Classroom visits, workshops, and specialized services for graduate students and faculty are also available. Please see [www.uta.edu/owl](http://www.uta.edu/owl) for detailed information on all our programs and services.

The Library's 2<sup>nd</sup> floor Academic Plaza offers students a central hub of support services, including IDEAS Center, University Advising Services, Transfer UTA and various college/school advising hours. Services are available during the library's hours of operation. <http://library.uta.edu/academic-plaza>

### **COURSE SCHEDULE**

**As the instructor for this course, I reserve the right to adjust this schedule in any way that serves the educational needs of the students enrolled in this course.**

DAY	DATES	SCHEDULE
Tuesday	January 16, 2018	Introduction to HR
		<b><u>Read:</u> Chapter 1</b>
Thursday	January 18, 2018	Trends in Human Resource Management
		<b><u>Read:</u> Chapter 2</b>
Tuesday	January 23, 2018	Legal Compliance
		<b><u>Read:</u> Chapter 3</b>
Thursday	January 25, 2018	<b>CLASS ACTIVITY</b>
Tuesday	January 30, 2018	Work and Job Design
		<b><u>Read:</u> Chapter 4</b>
Thursday	February 1, 2018	Planning and Recruiting
		<b><u>Read:</u> Chapter 5</b>
Tuesday	February 6, 2018	<b>CLASS ACTIVITY</b>
Thursday	February 8, 2018	Selection
		<b><u>Read:</u> Chapter 6</b>
Tuesday	February 13, 2018	<b>EXAM #1: CHAPTERS 1–6</b>
Thursday	February 15, 2018	Training
		<b><u>Read:</u> Chapter 7</b>
Tuesday	February 20, 2018	Development
		<b><u>Read:</u> Chapter 8</b>
Thursday	February 22, 2018	<b>CLASS ACTIVITY</b>
Tuesday	February 27, 2018	High-Performance Organizations
		<b><u>Read:</u> Chapter 9</b>
Thursday	March 1, 2018	<b>CLASS ACTIVITY</b>
Tuesday	March 6, 2018	Employee Performance
		<b><u>Read:</u> Chapter 10</b>
Thursday	March 8, 2018	<b>EXAM #2: CHAPTERS 7-10</b>
Tuesday	March 13, 2018	<b>NO CLASS-SPRING BREAK</b>
Thursday	March 15, 2018	<b>NO CLASS-SPRING BREAK</b>
Tuesday	March 20, 2018	Separating and Retaining Employees



		<b><u>Read: Chapter 11</u></b>
Thursday	March 22, 2018	Compensation I
		<b><u>Read: Chapter 12</u></b>
Tuesday	March 27, 2018	<b>CLASS ACTIVITY</b>
Thursday	March 29, 2018	Compensation II
		<b><u>Read: Chapter 13</u></b>
Tuesday	April 3, 2018	Employee Benefits
		<b><u>Read: Chapter 14</u></b>
Thursday	April 5, 2018	<b>CLASS ACTIVITY</b>
Tuesday	April 10, 2018	Collective Bargaining and Labor Relations
		<b><u>Read: Chapter 15</u></b>
Thursday	April 12, 2018	Global Human Resources
		<b><u>Read: Chapter 16</u></b>
Tuesday	April 17, 2018	<b><u>DUE: RESEARCH PAPER and PRESENTATIONS</u></b>
Thursday	April 19, 2018	<b>PRESENTATIONS</b>
Tuesday	April 24, 2018	<b>PRESENTATIONS</b>
Thursday	April 26, 2018	<b>PRESENTATIONS</b>
Tuesday	May 1, 2018	<b>NO CLASS</b>
Thursday	May 3, 2018	<b>FINAL EXAM #3: CHAPTERS 11-16</b>

### **Test Dates**

Exam #1: February 13<sup>th</sup>, 2018 (**Chapters 1, 2, 3, 4 and 5**)

Exam #2: March 8<sup>th</sup>, 2018 (**Chapters 6, 7, 8, 9 and 10**)

Research Paper Due: April 17<sup>th</sup>, 2018

Final Exam: May 3<sup>rd</sup>, 2018 (**Chapters 11, 12, 13, 14, 15 and 16**)

**Emergency Phone Numbers:** In case of an on-campus emergency, call the UT Arlington Police Department at **817-272-3003** (non-campus phone), **2-3003** (campus phone). You may also dial 911.  
Non-emergency number 817-272-3381



## **LIBRARY [library.uta.edu](http://library.uta.edu)**

### **RESOURCES FOR STUDENTS**

#### **Research or General Library Help**

Academic Plaza Consultation Services [library.uta.edu/academic-plaza](http://library.uta.edu/academic-plaza)

Ask Us [ask.uta.edu/](http://ask.uta.edu/)

Library Tutorials [library.uta.edu/how-to](http://library.uta.edu/how-to)

Subject and Course Research Guides [libguides.uta.edu](http://libguides.uta.edu)

Librarians by Subject [library.uta.edu/subject-librarians](http://library.uta.edu/subject-librarians)

Research Coaches <http://libguides.uta.edu/researchcoach>

#### **Resources**

A to Z List of Library Databases [libguides.uta.edu/az.php](http://libguides.uta.edu/az.php)

Course Reserves [pulse.uta.edu/vwebv/enterCourseReserve.do](http://pulse.uta.edu/vwebv/enterCourseReserve.do)

FabLab [fablab.uta.edu/](http://fablab.uta.edu/)

Scholarly Communications (info about digital humanities, data management, data visualization, copyright, open educational resources, open access publishing, and more)  
<http://library.uta.edu/scholcomm>

Special Collections [library.uta.edu/special-collections](http://library.uta.edu/special-collections)

Study Room Reservations [openroom.uta.edu/](http://openroom.uta.edu/)

#### **Teaching & Learning Services for Faculty**

Copyright Consultation [library-sc@listserv.uta.edu](mailto:library-sc@listserv.uta.edu)

Course Research Guide Development, Andy Herzog [amherzog@uta.edu](mailto:amherzog@uta.edu) or your subject librarian

Data Visualization Instruction, Peace Ossom-Williamson [peace@uta.edu](mailto:peace@uta.edu)

Digital Humanities Instruction, Rafia Mirza [rafia@uta.edu](mailto:rafia@uta.edu)

Graduate Student Research Skills Instruction, Andy Herzog [amherzog@uta.edu](mailto:amherzog@uta.edu) or your subject librarian

Project or Problem-Based Instruction, Gretchen Trkay [gtrkay@uta.edu](mailto:gtrkay@uta.edu)

Undergraduate Research Skills Instruction, Gretchen Trkay [gtrkay@uta.edu](mailto:gtrkay@uta.edu) or your subject librarian.

### **OTHER RESOURCES**

Environmental Health & Safety (<http://www.uta.edu/ehsafety>)